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19 Sep 1961

MEMORANDUM FOR: Deputy Director (Support)

SUBJECT : JOT Recruitment

REFERENCE : Memo to DD/S fr IG dtd 6 Sept 61 (DDS 61-3050),  
same subject

1. I have noted with considerable dismay the contents of subject memorandum to you from Mr. Kirkpatrick. I do not feel that I can respond fully or factually to its implied criticisms and recommendations pending the completion of investigations and studies presently underway. I do feel, however, that an immediate interim response is both appropriate and highly desirable to avoid further dissemination of a seemingly unsupported criticism of one of our recruiters, of off-the-cuff assumptions as to the cause or causes of the apparent failure of this year's JOT recruitment effort and the simple solution offered.

2. First let me state that the Planning Staffs of both the Office of Personnel and the Office of Training are currently engaged in a joint study intended to identify the multiple factors leading to our unsatisfactory 1961 JOT recruitment effort and to ascribe a degree of importance to each. Having done so, courses of corrective or mitigating action will be undertaken insofar as possible to rebuild our JOT recruitment program to the desired level. I might point out that the reasons offered by various Agency officials for the failure of our recruitment effort are as diverse as the following:

- a. A damaged public image of CIA;
- b. Excessive security clearance and other processing time;
- c. An inadequate recruitment effort;
- d. Inadequate compensation and career advancement enticements relative to other prevailing job opportunities;
- e. Faulty management and development of JOT's by using elements;
- f. Increased competition from other government services;
- g. Allegedly excessively rigid and demanding selection standards of the Office of Training, Office of Security and Medical Staff.

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I make no comment on the validity and relative importance of any of the above, but I point out the hazard in reaching hasty conclusions and embarking upon unstudied courses of adjustment.

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4. Next, I would comment on Mr. Kirkpatrick's statement: "I think we have made a serious mistake over the years in handling the recruiting of JOT's much as we handle other recruitment techniques and \* \* \* I believe we should also turn over to the Office of Training primary responsibility for all recruitment of the JOT's." My first observation is that our JOT recruitment effort has apparently been highly successful, both as to quality and quantity, until the present time. Second, the recruitment and selection of JOT's has never been anything but a very special and carefully planned joint effort between the Office of Personnel and the Office of Training. I believe the assumption by the Office of Training of the full function of JOT recruitment would be grievously wasteful and duplicative of manpower on a year-round basis.

5. No further observations or conclusions appear to be warranted without further study of the total problem. As an indication of the complexity of the problem and the magnitude of the recruitment effort relative to the small number of JOT's employed by the Agency a statistical summary of the year's recruitment effort is attached.

Emmett D. Echols  
Director of Personnel

Attachment as stated

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3. Analysis of Reasons for Cancellation or Postponement by Applicant  
 (Based on Cases for Period April through June 1961)

Reason Given	Cancellations	Postponements	Total
To attend graduate school	17	11	28
To accept another position	13	1	14
No reason given	7	1	8
To enter military service	2	3	5
To remain in current position	2	1	3
No longer interested in CIA	2	-	2
Financial problems	2	-	2
To be married	1	-	1
To accept other CIA position	1	-	1
Personal reason	1	-	1
Totals	48	17	65

4. Processing Time: Lapse of Time from Preparation of Temporary Action (Tentative Selection) to Full Clearance (Subject to Polygraph)  
 (Based on Sample of One-Fifth of Cases as of 1 July 1961)

Phase	Average Time in Days
Preparation of request and processing by Offices of Training and Personnel	10
Initial processing in Office of Security prior to referral to field	22
Field investigation (from referral of case to field to full clearance)	70
Total Elapsed Time	102

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